

ISO 9001: 2008 BASED SCHOOL MANAGEMENT AT SMP NEGERI 3 PURWOREJO

By:

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Abstract

The purpose of this thesis is to describe the planning, implementation and follow-up of school based on ISO at SMP Negeri 3 Purworejo. The findings suggested that the planning of SMP Negeri 3 Purworejo to become ISO-based school was by holding cooperation with an international accreditation (consultant). Principal and consultant organized training for introducing and interpreting ISO-based school. Specialized personnel consisted of principal, Deputy Quality Management, teachers, administrative staffs and also the school board. These personnel made a submission proposal and also collected supporting document as the physical evident to the consultant. The proposal contains a map of the process, the condition of eight national standards, as well as targets to be achieved. The internal party of school and also consultant reviewed and completed the incomplete document. ISO-based school implementation at SMP Negeri 3 Purworejo was based on ISO standards school management. These standards were made in SOP module (standard operating procedure) that contained the work and task procedures. School management included foreign elements such as curriculum implemented by organizing the bilingual classes. The management of document is still manual, not using barcode system.

Keywords: ISO, planning, implementation, follow-up

INTRODUCTION

We already know the quality system begins to develop in the early 19th century which was standing a movement of quality that is believed to be the main element of the improvement of corporate reform. This movement is associated with the policies of the company with the assurance of quality output from a company as a result of a good process. At that time, it was known a quality approach characterized by the inspection process for companies output to adjust with the desired specifications. On its development, the specified

quality movement was designed to be a culture within a company or organization (Panyinggih, 2008: 1).

Law No. 20 of 2003, Article 50, paragraph 3 stated that: the Government and / or local government held at least one unit of education at all levels of education to be developed into an international educational unit. Meanwhile, Government Regulation No. 19 of 2005 Article 61 paragraph 1 stated that: the government and local government organized at least one unit of education in basic education and at least one unit of education in secondary education to be developed into an international educational unit.

Efforts, that must be made in order to improve the quality of human resources is to improve the quality of education, Bafadal (as cited by Shukri, 2011: 1). The main focus that should be considered in improving the quality of education is to increase the school institution as the primary basis of education, whether in management, human resources, facilities and infrastructure. One of the programs implemented by the government for the changes and developments that can be responded quickly is to improve the quality of school through the development of international school as set forth in Law no. 20 of 2003 of National Education System Article 50 paragraph (3) which stated:

... "The government and / or local governments conduct at least one unit of education at all levels of education, to be developed into an international educational unit".

International Standard School stubs (RSBI) is as the government moves to catch the quality of education in the country. To be a school with an International Standard School stubs label, one standard that can be applied is to meet ISO requirements especially Quality Management System of ISO 9001: 2008 (Apriyanto, 2010: 2). To obtain the certificate, the school must show an integrated teaching and learning process between theory and practice, service to students, parents and the community, including business and industry and government.

Management System based on ISO 9001: 2008 is a system that is built on a foundation of policies that are documented and followed consistently to build a quality culture in the institution. Preparation of appropriate documents to the condition of the institution in achieving the vision, mission and goals of the organization and tips to apply it are the key to success in using this system and passing the certification by an independent certification institution.

Implementation of quality management system ISO 9001: 2008 in school management is believed to give a positive impact to the company or organization performance. Empirically, the quality management system is also recognized as very significant in creating enterprise excellence all over the world. Several previous researches have shown that the implementation of effective quality management system positively affected to stakeholders (bey, 1998: 9), increase satisfaction of employees and reduce interest to change job, make cost reduction, and improve business and managerial performances (Laily, 2003: 7), and improve the quality of human resources (Sularso and Muhardijanto, 2004: 10).

There are several previous reseaches of the school management such as: The study of Christos V. Fotopoulos, Evangelos L. Psomas, Fotis K. Vouzas, (2010) entitled *ISO 9001: 2000 implementation in the Greek food sector*. The purpose of this paper is to examine perceptions of the implementation of the ISO 9001: 2000 standard in the food sector in Greece. Research was conducted in 97 Greek food companies certified to ISO 9001: 2000, using the questionnaire method and aimed at examining the reasons for certification, the difficulties in implementing the standard, the benefits of certification and their relationships. Exploratory Factor Analysis and Multiple Linear Regression Analysis was applied to define the main constructs of reasons-benefits-difficulties and to explore their relationships. Results showed that the major reasons for certification, unlike benefits, concern firstly the internal business environment and then the external one and no particular difficulties were observed during the standard

implementation. The present study is based on subjective data that refer to a short ISO 9001: 2000 certification period. A more thorough research on food companies that have been certified for a long period using data coming from their internal environment, such as executives, managers, employees, would offer more information about ISO 9001: 2000 and would reveal its impact on business performance. The present study is exclusively focused on companies in the Greek food sector in order to draw information about the revised ISO 9001: 2000 standard.

Research conducted by Ingrid Veilleux and Monique Bournot Trites (2005) in an international journal, entitled *Standards for the Language Competence of French Immersion Teachers: Is There a Danger of Erosion*. The method used in this study was a qualitative method. This study examined the standard used by the Canadian Universities and British Columbia school. One of it was the standard of educator in implementing the curriculum, organizing learning activities by using English in immersion classes. The results showed that immersion classroom teachers do not have language qualification in teaching in immersion classes. This may result in lowering teaching quality in immersion classroom programs.

Research conducted by Abas (2012) entitled *Effects of ISO 9001 Certification and KAAE on Performance of Jordanian Firms*. This research investigates the effects of ISO 9001 certification on Jordanian firms performance. Four scale measures of firms performance were considered, including quality outcomes, customer satisfaction, business performance, and innovation. The results showed that the ISO 9001 certification can improve the efficiency and effectiveness of quality management systems in Jordanian firms. Effectiveness is one satisfied customer.

The study of Bijay (2010) entitled *The effectiveness of ISO 9001: 2008 certification in Educational institution of Nepal*, to discuss the education industry in Nepal that applied ISO 9001: 2008 standard. This study was undertaken to

investigate the effectiveness of ISO 9001:2008 certification in quality of educational service industry of Nepal. Investigation of the motives and current practices of ISO 9001:2008 in such institutions were done. The findings suggested that the school is generally acknowledge that there was a significant improvement in the quality of service system after the implementation of quality initiatives.

Research conducted by Sumaedi and Bekti (2011) entitled *The Students' Perceived Quality Comparison of ISO 9001 and ISO 9001 Certified Non-School: an Empirical Evaluation*. This research aims to investigate whether there is significant difference in students' perceived service quality between ISO 9001 and non-ISO 9001 certified senior high school. This research result shows that there is significant difference in students' perceived quality between ISO 9001 and non-ISO 9001 certified senior high school.

Based on the previous explanations, the researcher conducted a research on the title of school management based on ISO 9001: 2008 in *SMP Negeri 3 Purworejo*. The objectives of this study was to describe the school's preparation, school's implementation, and school's follow-up based on ISO at *SMP Negeri 3 Purworejo*.

RESEARCH METHODOLOGY

A qualitative approach was utilized to explore the school management based on ISO 9001: 2008 in *SMP Negeri 3 Purworejo*. It was a study of data collected and described in words and pictures. The words were arranged in sentences, such as the result of interview between the researcher and informant.

Considering the focus of the study, "How is the school management based on ISO 9001: 2008?", then this type of study used an ethnographic approach. Most of ethnographic approach in qualitative research came from anthropology and emphasis on the overall study of culture (Moleong, 2006: 25).

Data collected in this study were data related to the focus of research. This type of data in this study can be divided into two general categories: (1) primary data, and (2) secondary data. Primary data collected in the form of verbal or words and behavior of the subjects (the informant) related to the characteristics of the school management based on ISO 9001: 2008 in *SMP Negeri 3 Purworejo*.

On qualitative research, data sources in the form of words and actions of those who observed or interviewed, the rest are additional data such as documents and photographs (Harsono, 2008: 160). This study involved people who acted as the key person. In this case were the Principal, the Vice Principal, teachers, and students of *SMP Negeri 3 Purworejo*.

Data collection techniques used in this study were observations and data recording, in-depth interviews, and field notes. The data collected, analyzed using an interactive model of analysis (Miles and Huberman, 2007: 20). In this analysis model, the three components of the analysis- data reduction, data display and drawing conclusions / verification carried out together with the data collection process in an interactive form through the cycle process. For checking the validity of data, this study utilized Credibility test, Transferability, Dependability, and Confirmability.

RESULTS AND DISCUSSION THEORY

School with the management system based on ISO 9001: 2008 is a school which is built on a foundation of policies documented and followed consistently to build a culture of quality in order to make the school run effectively and efficiently. To achieve the school based on ISO, *SMP Negeri 3 Purworejo* prepares everything including the introduction training and interpretation of ISO to school citizens, especially for educators of *SMP Negeri 3 Purworejo*. The activity that is organized in the form of socialization is done by all school personnel and cooperated with international certification bodies.

ISO-based school planning in *SMP Negeri 3 Purworejo* stated in the the quality of education policy document. The quality policy of education is to produce excellent school. Graduates from top schools are expected to compete not only in the country but also abroad. To achieve these excellent schools, *SMPN 3 Purworejo* encouraged to being ISO-based school that its policy contained in the decree of principal. In the decree explained that the quality management system of *SMP Negeri 3 Purworejo* to try to fulfill the international standards, which would provide the products according to the requirements and expectations of customers that achieve the customer satisfaction and impact on the sustainability of the school system.

The principal and the national certification bodies also provide materials of the concept of ISO and also tasks, as the personnel in the school environment based on ISO. For example, the material given is that the school should fulfill the eight quality management principles aimed at improvising the performance of the system to process that takes place in accordance with the main focuses, effectiveness, continual, and improvement of eight management principles.

In preparation activities, *SMP Negeri 3 Purworejo* also formed a special team that helped to realize the ISO-based school. It was done by the principal to distribute tasks to each personnel such as: (a) Principal, in charge of supervision over the activities of Management Review Meeting. The principal controls the organization to the bottom lines that intersect directly with the product realization process; (b) Deputy Quality Management, in charge of coordinating and being responsible for all required documentation; (c) Teachers, in charge of preparing the appropriate documents with their own tasks; (d) Administrative staffs, served to prepare all documents in accordance with their duties; (e) School board, in charge of communicating between the school wishes to parents

Personnel established by the principal work together to make a proposal for ISO- based school to the international accreditation bodies. Preparation of the proposal was an activity in the preparation of ISO-based school. The

submission proposal contained a map of the process, the condition of the eight national standards, and also the target to be achieved. The map contained a design or activities to be done to realize ISO- based school starting from the preparation to audit activities.

Research on ISO standard was also done by Christos V. Fotopoulos, Evangelos L. Psomas, Fotis K. Vouzas, (2010) in entitled *ISO 9001: 2000 implementation in the Greek food sector*. This study used a quantitative approach design / methodology. Research was conducted in 97 Greek food companies certified to ISO 9001: 2000, using the questionnaire method and aimed at examining the reasons for certification, the difficulties in implementing the standard, the benefits of certification and their relationships. Results showed that the major reasons for certification, unlike benefits, concern firstly the internal business environment and then the external one and no particular difficulties were observed during the standard implementation.

When compared between the study conducted by V. Fotopoulos, Evangelos L. Psomas, Fotis K. Vouzas, (2010) with research conducted in *SMP Negeri 3 Purworejo*, there were similarities and differences. Both of these studies discussed the preparation of ISO standard. But the study of V. Fotopoulos, et.al (2010), the preparation was done by analyzing the needs of the school. While the research conducted at *SMP Negeri 3 Purworejo*, the preparation done was the formation of specialized personnel who prepare a variety of documents including the submission of a proposal which contains a map of the process, the condition of eight national standards, as well as targets to be achieved.

The requirement to become a school based on ISO 9001: 2008 is the fulfillment of the eight quality management principles aimed at improvising the performance of the system to the ongoing process in accordance with the main focus. Therefore, in the preparation of the school based on ISO should prepare the national standard document. For example, for the financing standard, it has been prepared the School Budget Plan, School Activity Plan & Budget, school

funding, fund allocation, and so forth. Similarly, other standards should also include documents as the physical evidence of its real condition.

In addition to setting national standards documents of specialized personnel also prepare quality manual as a school guideline in implementing school management based on ISO. The quality manual is an implementation guideline of quality management of *SMP Negeri 3 Purworejo* and also be one of the requirements demanded to be available in the quality management system. The quality manual was prepared to control the qualified and international standardized management of education at *SMP Negeri 3 Purworejo* referring to the standard terms and clauses of ISO 9001: 2008 Quality Management System guidelines for its implementation in educational services IWA2: 2007, the Indonesian government regulations and accreditation requirements of BANSM. This quality manual described the elaboration of the relationship between organizational structure, quality policy, quality objectives of education and Quality Assurance System internally of *SMP Negeri 3 Purworejo*. Therefore, the school prepared the Internal Quality Assurance System documents included (a) Document that leads into the development of system is the vision and mission of *SMP Negeri 3 Purworejo*, Strategic Planning, work program, and Education Guidelines; (b) Quality document is the quality manual of *SMP Negeri 3 Purworejo*, Quality Standards, Procedures Manual, Work Instructions, Supporting Documents, and things; and (c) Audit document includes Procedures Manual of internal audit, work Assessment, and Implementation Audit for Auditors.

Submission of a proposal to the consultant, in this regard is the international accreditation bodies do not directly get the signature or approval. The school must make revisions if the proposals are not appropriate. Fulfillment of the requirements to become a school based on ISO, and also acceptance of the submission proposal published to the service users, parents or surrounding community.

School Implementation Based on ISO at SMP Negeri 3 Purworejo

Implementation of ISO-based school was based on the ISO standard of learning activities and financial management of schools. The guidelines were presented in the SOP document (Standard Operating Procedures). SOP as a document/ instrument contained about process and procedure of an effective and efficient activity based on a basic standard. Development of management instruments were intended to ensure that the service process in all schools units of work can be controlled and run in accordance with applicable regulations.

A controlled implementation of ISO-based school was to provide a good service to customers, in this case were students and parents. The implementation of ISO in *SMP Negeri 3 Purworejo* that was accordance to the ISO standards to give the best service was suitable to the study of Bijay (2010) entitled *The effectiveness of ISO 9001: 2008 certification in Educational institution of Nepal*, to discuss the education industry in Nepal that applied ISO 9001: 2008 standard. This study was undertaken to investigate the effectiveness of ISO 9001:2008 certification in quality of educational service industry of Nepal. Investigation of the motives and current practices of ISO 9001:2008 in such institutions were done. The findings suggested that the school is generally acknowledge that there was a significant improvement in the quality of service system after the implementation of quality initiatives.

When compared between the study conducted by Bijay (2010) with research conducted in *SMP Negeri 3 Purworejo*, there are similarities and differences. Both of these studies discussed the implementation of the ISO-based school based on ISO standards that have been determined. It's just a study conducted by Bijay (2010) was more focused on the effectiveness of the implementation of ISO-based school on service delivery. While the study conducted at *SMP Negeri 3 Purworejo* more discussed the things that were done as the school based on ISO, in which one of them was to document all school activities.

Implementation of ISO 9001: 2008-based school was by making documents for all activities starting from the preparation, implementation and report implemented to meet the standard of quality required by ISO and always evaluate activities carried out for the quality improvement. The characteristics of SOP at *SMP Negeri 3 Purworejo* included goal, the goal in question is that SOP used as a guideline to achieve its intended goal. Eight national standards of school have their own SOP.

SOP modules used in *SMP Negeri 3 Puworejo* included the purpose, scope, materials and equipment, for the fourth component of the working procedures that are tailored to the type of SOP is made whether the SOP for the reorganization team, the selection of vice principal, or SOP for analysis and evaluation. As an example, SOP for the analysis of the results of the evaluation, after the goal, scope, material and equipment being prepared, then for the work procedure, it is written the learning completeness and follow-up activities. Actually, preparation of the SOP module is not only in a written form but also in a flowchart.

SOP documents that had been successfully prepared by *SMP Negeri 3 Purworejo* contained title page, leaders decree, k / l / local government, SOP document table of contents, a brief description of use, document operational standards and procedures. In SOP was also described the tasks of each personnel, in this case were teachers and also the staffs of *SMP Negeri 3 Purworejo*. All programs were also described in the SOP for the SOP so more easily implemented in a strategic plan.

Further elaboration would be compiled in the form of School Operational Plan (RENOP) of 2009-2012. More detailed analysis was needed to obtain the optimal and steady target of goal indicator in order to achieve goals of *SMP Negeri 3 Purworejo* in the period of 2009-2012. Finally, we invited all members of the Medicine Faculty, referring to the Strategic Plan, to draw up activities based on comprehensive, integrated, effective, efficient, and accountable programs.

Schools, that already have ISO standards, have differences with other public schools. Generally, schools that have ISO standard such as *SMP Negeri 3 Purworejo*, have better management and also insert international standards. ISO-based school management is based on international standards, while other schools based on BSNP (National Education Standard Board).

One goal of the selection of teachers who teach in *SMP Negeri 3 Purworejo* is able to implement an international curriculum that is taught in English. International schools should have teachers who are able to speak English. This is consistent with research conducted by Ingrid Veilleux and Monique Bournot Trites (2005) in an international journal, entitled *Standards for the Language Competence of French Immersion Teachers: Is There a Danger of Erosion*. The method used in this study was a qualitative method. This study examined the standard used by the Canadian Universities and British Columbia school. One of it was the standard of educator in implementing the curriculum, organizing learning activities by using English in immersion classes. The results showed that immersion classroom teachers do not have language qualification in teaching in immersion classes. This may result in lowering teaching quality in immersion classroom programs.

When compared between the study conducted by Ingrid Veilleux and Monique Bournot Trites (2005) with research conducted in *SMP Negeri 3 Purworejo*, there were the similarities and differences. Both of these studies discussed the implementation of an international standard school that requires teachers to have competence in English. It's just that the research conducted by Ingrid Veilleux and Monique Bournot Trites (2005) only focused on the competence of teachers in specific learning activities using the immersion classes, English immersion class. While the research conducted at *SMP Negeri 3 Purworejo* not just talking about the competence of teachers in implementing abroad curriculum in bilingual learning, but also discussed the implementation of ISO-based school.

Any document that was made of each school component that describes activities implemented in *SMP Negeri 3 Purworejo* was reported to Deputy of Quality Management as a control center of data. School documents from the infrastructure, curriculum, staffing activities were managed by Deputy of Quality Management. These documents were grouped based on the standard and then placed in a cupboard in accordance with the respective standards. Recording system still used manual system (used form not a barcode).

Implementation of ISO-based school that was based on the ISO standard, all its activities were documented and evaluated regularly. This evaluation always called audit. Audits carried out were internal and external audit. Internal audit was done by the school, while the external audit was by the consultant. The audit that was done internally was conducted by the principal by aligning the work plan and document. In this audit, if it is found document that is lost or between the plan and the result is not appropriate, then the improvement is done.

School Follow-up Based on ISO at SMP Negeri 3 Purworejo

The follow-up of school based on ISO at *SMP Negeri 3 Purworejo* is an activity that is conducted after the school implements ISO 9001: 2008-based school management. Follow-up done was auditing or evaluation. It was conducted by the principal as the head of the institution or by the consultant in this regard were the international standards bodies.

In addition to doing periodic audit, follow-up of ISO 9001: 2008-based school is that the school should always perform regular management review. Management review is the activity of preparing a status report of the quality management system implementation to Top Management. The report include: results of audits, customer complaints, process performance and product conformity, status of corrective and preventive actions, recommendations for improvement, and others. Management review conducted to determine the

deficiencies that occur when the audit activities carried out for all components of the school.

All audit results in the form of quality records. The results of the activities carried out in accordance with work instructions and other items of evidence obtained relating to the implementation of activities. Quality records contain all activities conducted to each personnel who get the job of managing eight national education standards. Form is a tool to support the implementation of procedures and work instructions. Usually this form is part of the procedure or work instruction. This form included in the quality document to be controlled. It is filled with the data according to the activity described in related procedures. Form that already contains the data is called a quality record.

The quality report file is saved in the representative of quality management, while the copy is saved in the Sub Division of Administration. In the storage quality records are classified by (1) the form of Physical record: paper, electronic, microchip, CD ROM and magnetic tape. (2) The nature of the recording: Top secret, secret and regular.

Follow-up of the implementation of ISO-based school in which all school activities are documented and the management review carried out on a regular basis make *SMP Negeri 3 Purworejo* to become a school with a good quality and appealing to the community around Purworejo even by the community outside Purworejo as as Muntilan and Magelang. Customer satisfaction is due to the quality management offered by the *SMP Negeri 3 Purworejo*. Implementation of ISO standards in *SMP Negeri 3 Purworejo* is able to improve the quality of school management and customer satisfaction. This was consistent with research conducted by Abas (2012) entitled *Effects of ISO 9001 Certification and KAAE on Performance of Jordanian Firms*. This research investigates the effects of ISO 9001 certification on Jordanian firms performance. Four scale measures of firms performance were considered, including quality outcomes, customer satisfaction, business performance, and innovation. The results showed that the

ISO 9001 certification can improve the efficiency and effectiveness of quality management systems in Jordanian firms. Effectiveness is one satisfied customer.

When compared between the study conducted by Abas (2012) with research conducted in *SMP Negeri 3 Purworejo*, we found the similarity and difference of these studies. Both of them discussed the implementation of ISO 9001, to give customer satisfaction. It's just a study conducted by Abas (2012), its scope was in a company. While the research conducted at *SMP Negeri 3 Purworejo* the research location was in an educational institution.

Programmatic management of ISO 9001: 2008-based school with all supporting aspects of human resource, facilities, and the availability of funds were very supportive in achieving school achievement. Academic and non academic achievements are always achieved. With these achievements, *SMP Negeri 3 Purworejo* gained public trust and became the most favorite school in Purworejo.

Student performance achieved by *SMP Negeri 3 Purworejo* suggested that ISO standards can improve students' competence than those who learn in schools that have not applied it. This was consistent with research conducted by Sumaedi and Bkti (2011) entitled *The Students' Perceived Quality Comparison of ISO 9001 and ISO 9001 Certified Non-School: an Empirical Evaluation*. This research aims to investigate whether there is significant difference in students' perceived service quality between ISO 9001 and non-ISO 9001 certified senior high school. This research result shows that there is significant difference in students' perceived quality between ISO 9001 and non-ISO 9001 certified senior high school.

When compared between the study conducted by the Sumaedi and Bkti (2011) with research conducted in *SMP Negeri 3 Purworejo*, we found the similarity and the difference of these studies. Both of them discussed the follow-up of school-based ISO, ISO certificated schools can improve students' competence. Only research conducted by the Sumaedi and Bkti (2011)

discussed the differences of students who attend ISO certificated schools with students who attend non-ISO certificated schools. While the research conducted at *SMP N 3 Purworejo* discussed about improving student achievement in ISO certificated school because of follow-up to ISO certificated school is to do improvement in all aspects.

CONCLUSION

Preparation of *SMP Negeri 3 Purworejo* to be an ISO-based school is by holding cooperation with an international accreditation (consultant). Principal and consultant organized training for introducing and interpreting ISO-based school. Specialized personnel consisted of principal, Deputy Quality Management, teachers, administrative staffs and also the school board. These personnel made a submission proposal and also collected supporting document as the physical evident to the consultant. The proposal contains a map of the process, the condition of eight national standards, as well as targets to be achieved. The internal party of school and also consultant reviewed and completed the incomplete document.

ISO-based school implementation at *SMP Negeri 3 Purworejo* was based on ISO standards school management. These standards were made in SOP module (standard operating procedure) that contained the work and task procedures. School management included foreign elements such as curriculum implemented by organizing the bilingual classes. The management of document is still manual, not using barcode system.

Follow-up of ISO-based school in *SMP Negeri 3 Purworejo* is by holding the management review regularly. The activity was conducted by reviewing the application of quality management system which included the audit results, customer complaints, process performance and product conformity, status of corrective and preventive actions, recommendations and improvements. Each school activities are managed by the parties designated by the principal through

the division of job description. All school personnel are required to document any educational activity does. Conducted school follow-up makes school management to be well-arranged and able to reach a good achievement in academic and nonacademic.

There are such recommendations addressed to the policy makers, principal, and teachers of *SMP Negeri 3 Purworejo*. The decision-makers, especially Department of Education more conduct socialization from ISO 9001: 2008-based school. This is because Quality Improvement Management is often introduced to the principal and the prospective principal so that teachers do not understand the concept of ISO 9001: 2008-based school; The principal should increase his commitment to lead teachers, administrative staffs, and other parties in order to retain the predicate of ISO 9001: 2008, even necessary to the performance improvement efforts; Teachers need to improve work ethic, motivation, teamwork, good morale, a sense of belonging, willing to work hard for Quality Management of Education to ensure an optimal so as to produce quality human resources.

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ACCEPTANCE

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